

Office Memorandum • UNITED STATES GOVERNMENT

TO : Chief, Administrative Staff
FROM : Acting Chief, Personnel Division
SUBJECT: Drafts of Functional Statements, Personnel Division

DATE: 14 September 1950

1. Submitted herewith in accordance with your memorandum request of 14 August are drafts of Statements of Functions for the Personnel Division and its Branches.

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FUNCTIONAL STATEMENT OF THE OFFICE OF THE CHIEF, PERSONNEL DIVISION

I Mission

The Chief, Personnel Division is responsible for administering an active and complete personnel program servicing all overt organizational units of the agency and the National Security Council and, additionally, for providing certain Procurement and Placement services, Testing, Training, and Standards services and Employee Relations services to employees and units in covert operations. In so doing, he shall formulate general personnel procedures in consultation with various office chiefs and members of the Personnel and Management Staffs; review operations in terms of adequacy of the personnel program; provide assistance to all office chiefs on operating problems and assure that all mandatory provisions of the law and agency regulations are followed in all personnel operations and actions.

II Functions

Chief, Personnel Division shall:

- A. Direct a comprehensive program for the recruitment, selection, and placement of all departmental and field personnel engaged in overt operations, and render assistance to the Employees Division in conducting screening interviews, receiving and answering correspondence, and referring applicants suitable to covert operations.
- B. Supervise the details of processing, appointment, promotion, demotion, within grade raises, suspension and termination of individual employees, maintaining records and files on all applicants and employees.
- C. Supervise the establishment of qualification standards for all positions in overt operations.
- D. Maintain exclusive liaison with the I&S Staff relative to personnel security checks and clearances.
- E. Direct a program of classification and wage administration for all overt positions in the Agency, including wage administration for the employment of foreign nationals and natives.
- F. Direct the development and maintenance of a Personnel Relations Program to achieve and maintain constructive working relationship and satisfactory employees morale.
- G. Direct a program of employee indoctrination and on-the-job training.
- H. Supervise the administration of a program of employee testing and evaluation service to assist in the selection and proper placement of personnel.
- I. Supervise the maintenance of a clerical and stenographic pool.

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FUNCTIONAL STATEMENT, CLASSIFICATION & WAGE ADMINISTRATION BR., PERSONNEL DIV.

I Mission

Under the direction of the Chief, Personnel Division, the Chief, Classification and Wage Administration Branch is responsible for the conduct of a classification and wage administration program with respect to all "overt" positions in the Agency.

II Functions

The Chief, Classification and Wage Administration Branch, shall:

A. Direct and implement a position classification program covering all overt departmental and field including foreign positions of the Agency which fall within the purview of the Classified Service; and direct and implement a wage administration program governing all overt continental and foreign positions whose salary is determined under wage board procedure, to include

1. Allocation of newly established positions to proper title, series and grade.

2. The planning and conduct of a systematic survey program for all types of positions to ascertain that established positions are being properly utilized.

3. Ascertain changes in functions and responsibilities of organizational components in order to determine whether positions need realignment and redescription.

4. Audit all promotion actions in order to assure that the position description against which the action is taken is a current and accurate description of the duties involved and to assure that the person concerned is performing them.

B. Coordinate a wage and salary system for native and foreign nationals employed at foreign stations through the utilization of other governmental agencies or local wage and salary fixing machinery.

C. Administer the salary determining policy as provided for by Administrative Instruction [REDACTED] for all overt positions.

D. Approve all overt tentative T/O changes prior to classification survey.

E. Participate with representatives of the Personnel Staff in the development of allocation standards applicable to positions peculiar to the Agency and not covered by Civil Service Commission published standards.

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F. Participate with representatives of the Personnel Staff in developing classification and wage administration policy, including the review of Wage Board compensation plans, allocation standards and local wage schedules.

G. Conduct close liaison with and render specialized classification advice and assistance to operating and management officials.

H. Advise Chief, Personnel Division in matters of coordinating classification activities with other personnel functions or in the solution of problems which touch upon classification and wage administration procedure and policy.

I. Establish and implement all necessary internal operating procedures.

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FUNCTIONAL STATEMENT OF THE PROCUREMENT & PLACEMENT BRANCH

I Mission

Under the direct supervision of the Chief, Personnel Division, the Chief, Procurement and Placement Branch is charged with responsibility for the direction of a comprehensive program for the recruitment, selection and placement of all Agency personnel, departmental and field service, engaged in overt operations. Additionally, he is responsible for rendering assistance to the Employees Division, Special Support Staff, in conducting screening interviews, receiving and answering correspondence and telephone messages and the referral of applications and applicants subsequently employed for covert operations.

II Functions

The Chief, Procurement and Placement Branch, will be responsible for:

A. Maintaining liaison between Placement Officers and Administrative Officers and other officials of operating divisions and Staff offices for the purpose of:

1. Development of qualifications standards applicable to all positions in each division or office.
2. Keeping abreast of all current and anticipated personnel needs in each division or office.
3. Furnishing assistance and guidance as well as controlling internal placement matters such as (a) promotions, (b) transfers, (c) reassignments, (d) details, (e) changes to lower grade.

B. Recruitment of Personnel:

1. Interviewing applicants seeking positions and employees of CIA desiring reassignments, etc.
2. Contacting in person or by letter individuals who appear to possess qualifications needed for current or anticipated vacancies.
3. Maintaining liaison with sources of recruitment suggestions such as (a) Placement Officers of other agencies, (b) Placement Officers of schools and colleges, (c) Officials connected with Government Employment Services, industry, Scientific and Trade Associations, etc., (d) Individuals.

C. Referrals to Divisions and Staff Offices:

1. Applications of individuals appearing to possess suitable qualifications for vacancies.
2. Individuals to be interviewed by officials.

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D. Analysis of qualifications of all personnel actions such as (1) Appointments (2) Promotions (3) Transfers (4) Reassignments (5) Details (6) Changes to lower grades.

This analysis is conducted in accordance with qualification standards and CIA policy to determine suitability and eligibility for each specific action request.

E. Clerical Activities:

1. Checking of files, including personnel action files, for completeness.
2. Maintaining a file of recruitment requests.
3. Reception of applicants.
4. Preparation of referrals transmitting applications to Administrative Officers.
5. Maintaining a follow-up system to assure prompt return of referrals.
6. Maintaining a record of all referrals, interviews, etc., for statistical and other purposes.
7. Maintaining a record of all "special interest" cases.
8. Maintaining a log of all correspondence, applications and actions entering and leaving the Branch.
9. Arranging with Testing Branch for such tests as may be designated by Placement Officers.
10. Miscellaneous duties such as telephone calls from applicants regarding status, where to locate employees, etc.

F. Correspondence:

1. Preparation of: (a) contact letters (b) acknowledgement letters (c) requests for additional forms or information (d) notification of status, etc. (e) rejection letters (f) miscellaneous letters.

G. Cooperation with Employees Division:

1. Detail of Placement Officers for recruiting projects.
2. Conducting screening interviews.

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3. Handling correspondence and telephone messages pertaining to (a) Contacts (b) Interviews (c) Invitations (d) Rejections.

4. Referrals of applications and applicants.

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FUNCTIONAL STATEMENT OF THE TRANSACTIONS & RECORDS BRANCH

I Mission

Under the general supervision of the Chief, Personnel Division, the Chief, Transactions and Records Branch is responsible for the processing of personnel actions and individuals, maintenance of personnel records and files, and the rendering of information to authorized persons concerning personnel procedures and regulations effecting the Agency.

II Functions

The Chief, Transactions and Records Branch shall:

A. Direct the Branch's activities in the processing and journalizing of personnel actions for NSC and CIA departmental and field vouchered employees, including determination of eligibility for periodic pay increases, efficiency ratings, verification of status and certifications for prebational appointment and conversions.

B. Maintain an organizational position control reflecting vacancies and incumbents for all vouchered personnel in NSC and CIA.

C. Prepare periodic statistical reports as required by the Bureau of the Budget, Civil Service Commission, Congressional committees, and CIA officials.

D. Supervise employees in the maintenance of personnel folders for present and former vouchered employees of CIA, former employees of preceding agencies such as COI, OSS, SSU, CIG, and all CIA application files for prospective employees involving coding of documents.

E. Provide information by phone or correspondence to credit sources, FBI, and other government agencies regarding service records for present and former employees.

F. Contact the Civil Service Commission and the General Accounting Office in securing decisions and solutions to unusual problems encountered in processing personnel actions and in regard to personnel regulations in general.

G. Establish internal operating procedures for the Branch and recommend allied procedures applicable to other branch operations in the Personnel Division and to operating divisions in connection with processing all types of personnel actions.

H. Serve as Records Officer for Personnel Division in the inventorying and preparation of files inventory reports in conjunction with the CIA Records Management Program.

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I. Act as authoritative source and advisor to the Chief, Personnel Division, Branch Chiefs, and operating officials in the application and interpretation of Civil Service and other federal and Agency personnel regulations and procedures.

J. Maintain a mail desk for the receipt, logging and distribution of all incoming and outgoing mail for the Personnel Division.

K. Prepare personal service contracts for intermittent consultants, extending security clearances and contracts when necessary for such appointments.

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FUNCTIONAL STATEMENT OF THE TESTING, STANDARDS, AND TRAINING BRANCH

I Mission

Under the general direction of the Chief, Personnel Division, the Chief, Testing, Standards, and Training Branch is charged with Agency-wide responsibility for the provision of personnel testing and evaluation service; the development of personnel qualification standards in terms of measuring techniques; the complete supervision and control of provisionally cleared employees during their period of temporary appointment; and the organization and operation of training programs established to meet CIA needs.

II Functions

Specifically, the Chief, Testing, Standards, and Training Branch is responsible for:

A. The establishment and operation of a broad and versatile personnel testing program, to provide for:

1. The routine administration of batteries of standardized selection tests to applicants for all types of positions.
2. The administration of qualification examinations to Agency employees under consideration for reassignment or promotion.
3. The administration, upon request, of special types of testing devices and techniques on an individual basis to identify and measure particular traits, skills, and/or aptitudes.
4. The continuous planning and conduct of psychometric research studies directed toward refinement and increased effectiveness of norms and testing procedures.

B. The development, jointly with the Procurement and Placement Branch, of comprehensive personnel qualification standards in terms of testing techniques and statistical methods applicable to the determination of the qualitative values of aptitude, education, and experience.

C. The provision of full facilities for the housing, supervision, and control of all activities of provisionally accepted clerical and stenographic employees from the moment of entrance on duty until security cleared for permanent assignment in the Agency, including:

1. The reception, processing, and orientation of newly appointed employees.
2. The maintenance of records, administration, and supervision of work activities for appointees during their stay in the personnel holding unit.

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3. The maintenance and development of particular skills and proficiencies of temporary employees prior to assignment to permanent positions.

D. The organization and direction of approved formal training programs established to meet recognized requirements of the Central Intelligence Agency, embracing:

1. An integrated Indoctrination Course developed to familiarize new employees, following security clearance, with the objectives, structure, policies, and procedures of this Agency.

2. A Russian Language Training Course designed to provide, through advanced and scientific methods, intensive instruction in the comprehension and use of the Russian language and in research into the structure of the language and the relation thereof to Russian culture and sociological and psychological implications.

FUNCTIONAL STATEMENT OF THE PERSONNEL RELATIONS BRANCH

I Mission

The Chief, Personnel Relations Branch serves as Personnel Relations Officer for the entire Agency, providing staff assistance and advice to Agency officials on personnel management policies and procedures in order to achieve and maintain constructive work relationships and satisfactory employee morale.

He develops and recommends to Personnel Staff, personnel relations policies relating to grievances, fair employment procedures, dismissals, disciplinary actions, leave, appeals, efficiency ratings, reductions in force, compensation for injury, fund raising campaigns, employee associations, welfare services and recreation activities.

II Functions

The Chief, Personnel Relations Branch will be responsible for administering and providing the following personnel services for the entire Agency:

A. Counseling service to individual employees - providing them with advice, assistance and information in matters directly related to their employment. In addition, provides them with assistance in the solution of their personal problems whether or not related to their employment.

B. Administration of efficiency rating program - directing the Agency Efficiency Rating Committee in conducting the program and providing procedures and methods for the appeal of efficiency ratings.

C. Employee welfare services - such as employee hospitalization plans, credit union services, housing, discount purchase plan, transportation, educational facilities, recreation, etc.

D. Dissemination of information to employees - regarding Civil Service examinations, status, providing for the certification to CIA of those employees having eligible ratings on Civil Service registers.

E. Review, investigation and approval of advanced leave requests with the exception of those submitted to the Employees Division.

F. Review and investigation of recommendations for employee awards - recommending to Agency awards committee the type and amount of award to be granted.

G. Assistance to employees in matters regarding disciplinary actions, removals, reductions in grade - providing them with information as to their rights and appeal procedure where applicable.